



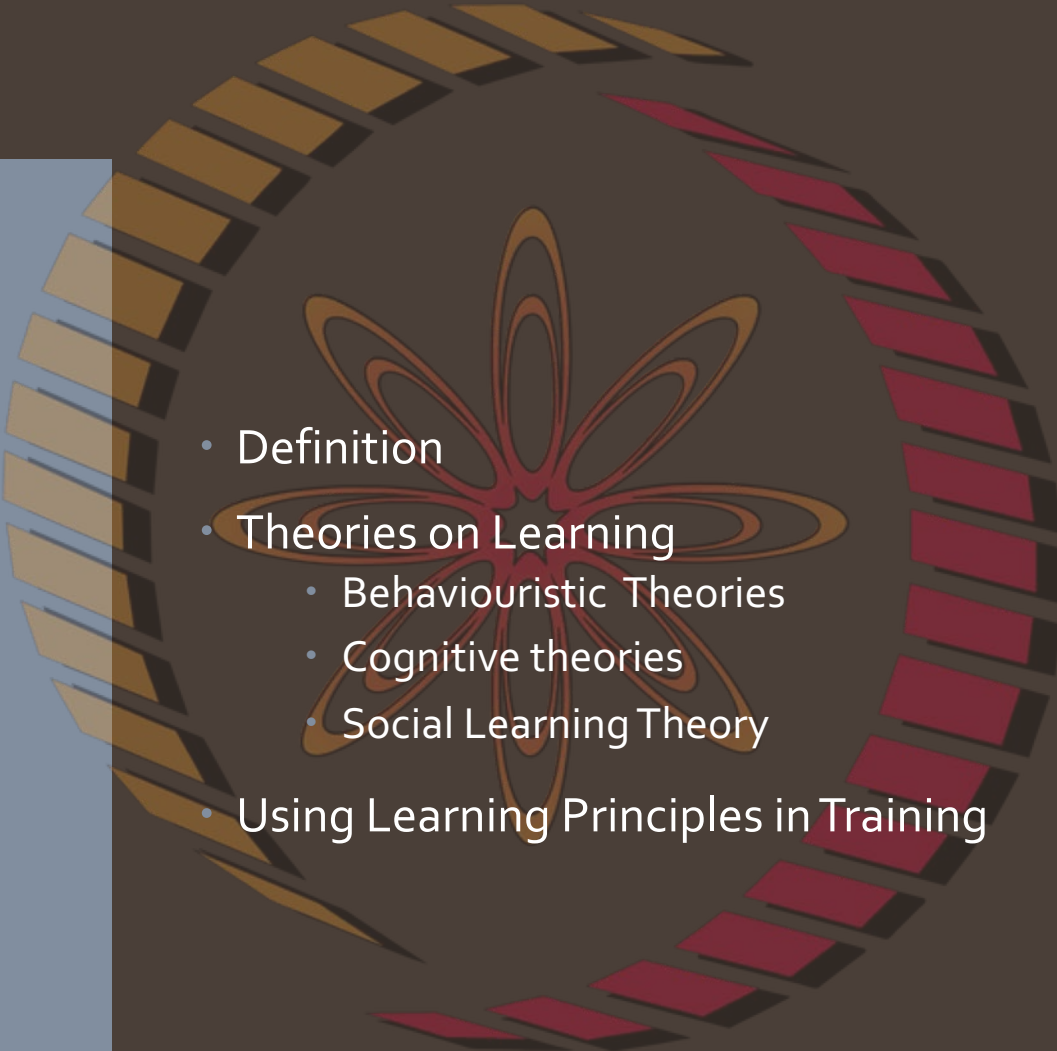
Organizational Behaviour - Learning

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Outline

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- Definition
 - Theories on Learning
 - Behaviouristic Theories
 - Cognitive theories
 - Social Learning Theory
 - Using Learning Principles in Training

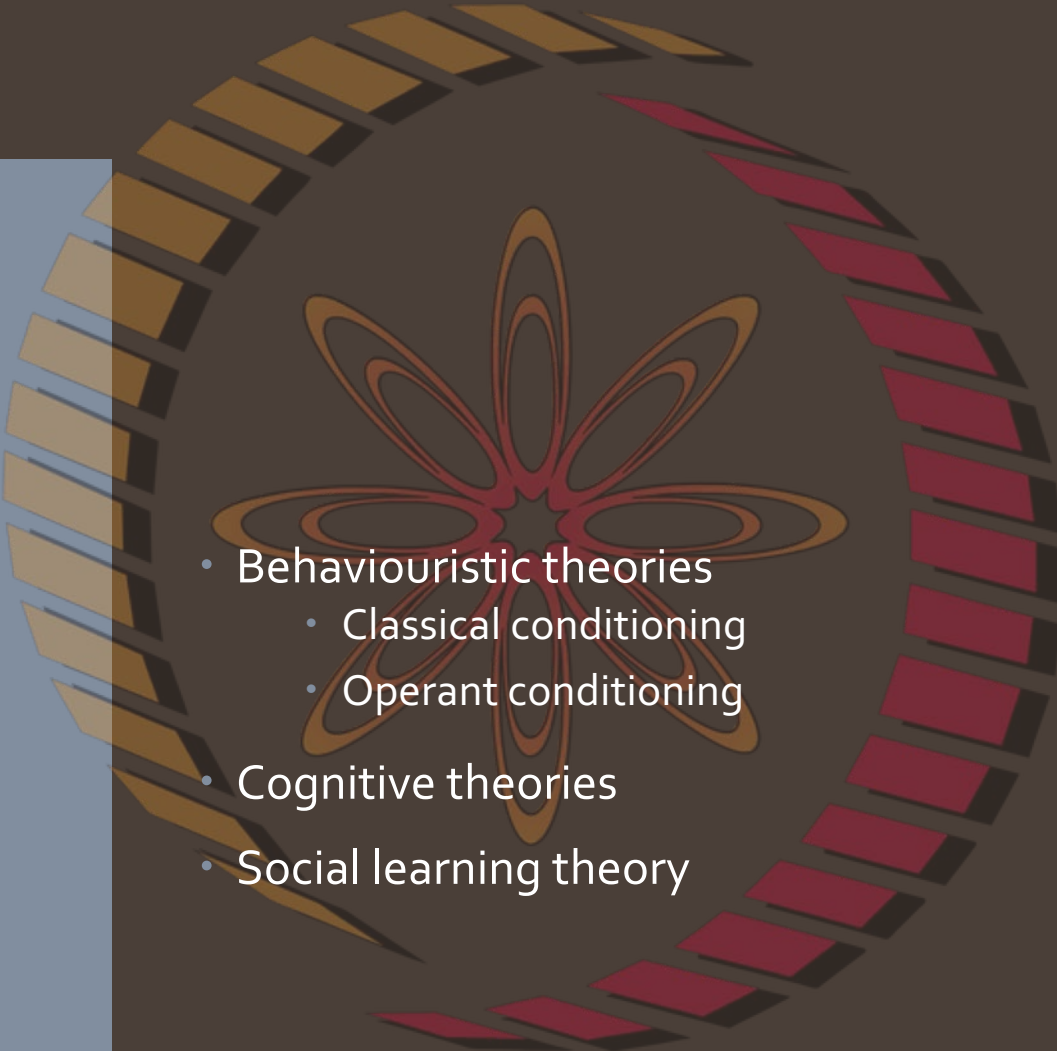
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Learning

- A relatively permanent change in behaviour occurring as a result of experience.
- Learning leads to change in behaviour.
- The change in behaviour is not temporary.

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Theories on Learning

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- A large, stylized circular graphic is centered on the slide. It features a flower-like center with eight petals in shades of red and orange. Surrounding this is a ring composed of many small, rectangular segments in shades of gold and red, arranged in a circular pattern.
- Behaviouristic theories
 - Classical conditioning
 - Operant conditioning
 - Cognitive theories
 - Social learning theory

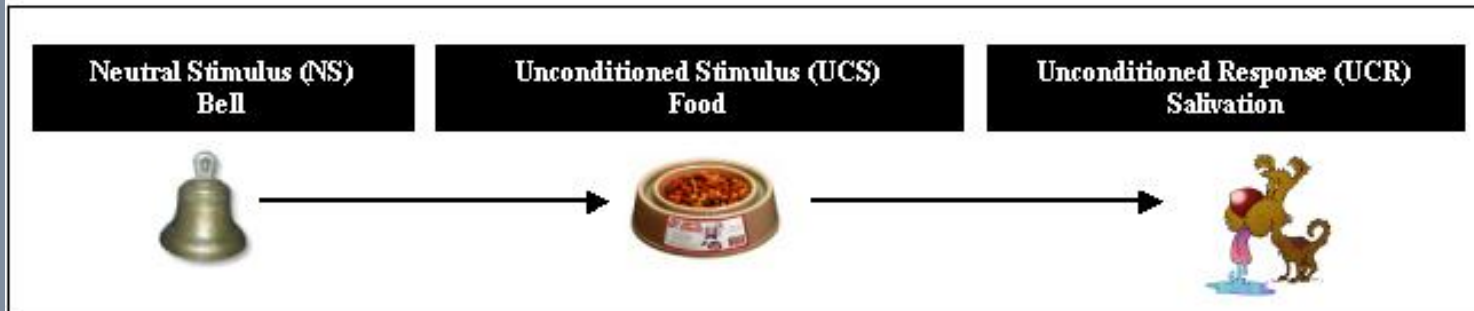
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Classical Conditioning

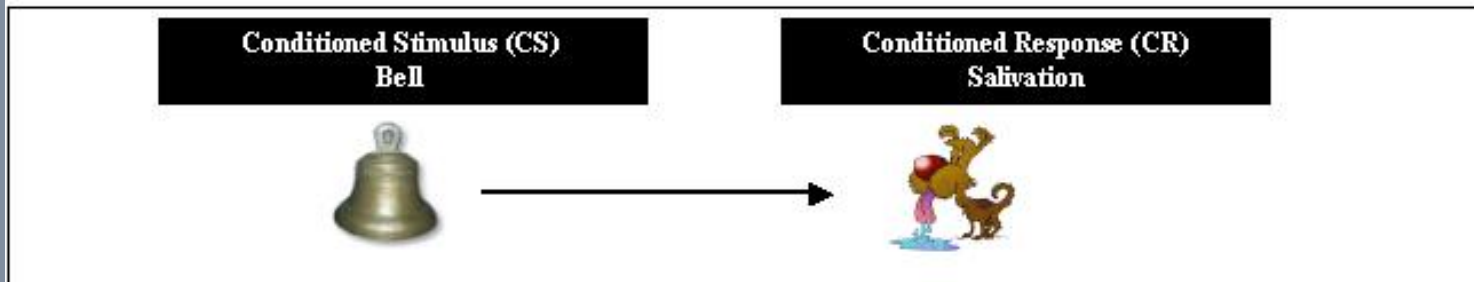
Before Conditioning

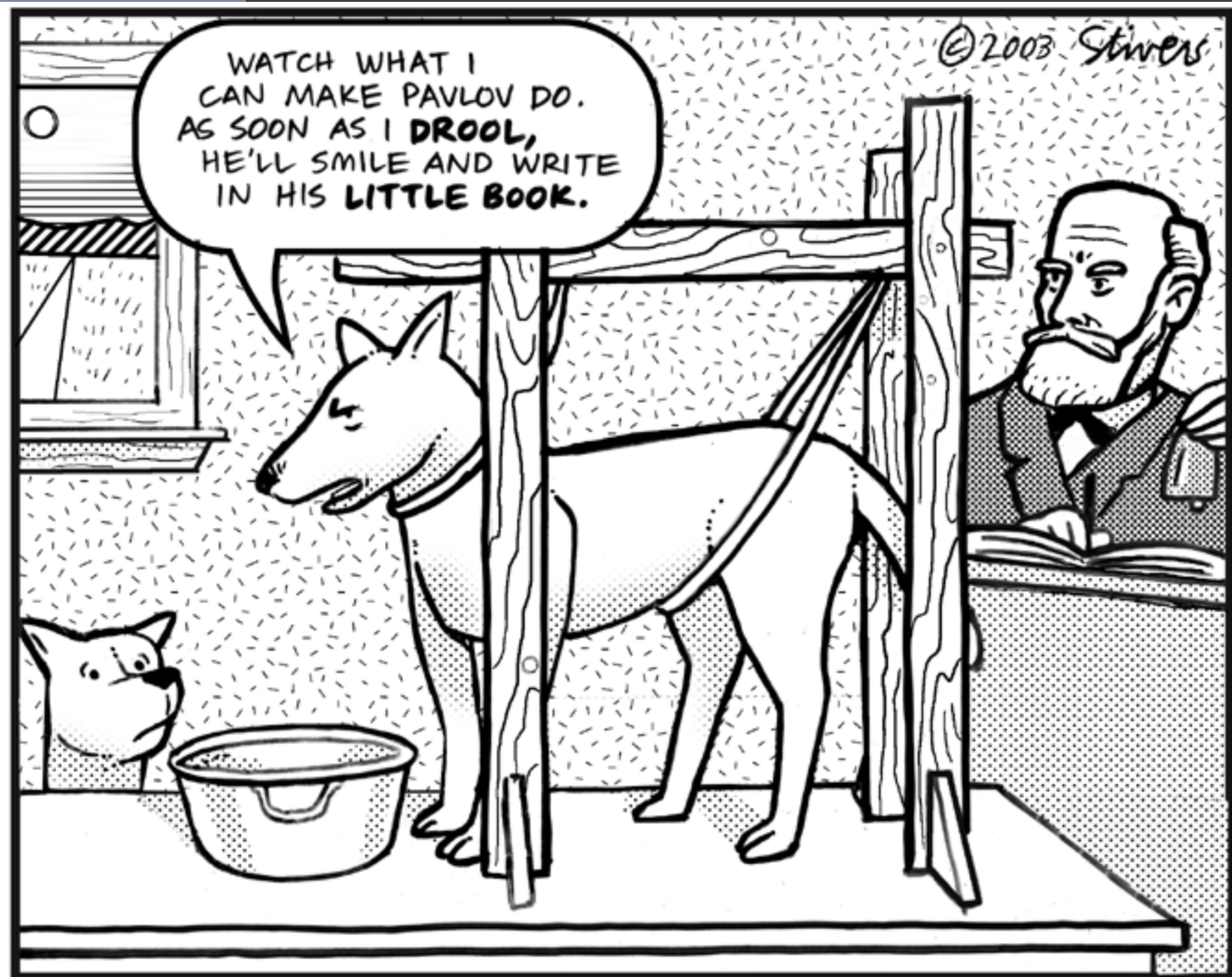


During Conditioning



After Conditioning





Operant Conditioning

- Also known as instrumental conditioning
- Antecedent → Behaviour → Consequence
- Law of effect (Thorndike): behaviours which are followed by desirable consequences will be strengthened and those leading to undesirable consequences will be weakened.

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The operant Conditioning Process

- Positive reinforcement: the process by which people learn to perform behaviours that lead to the positive reinforcer (i.e. reward).
- Negative reinforcement (avoidance): process by which people learn to perform behaviours that will help them avoid undesirable consequences.
- Punishment: presenting an undesirable or aversive consequence in response to an unwanted behaviour.
- Extinction: the process through which responses that are no longer reinforced tend to gradually diminish in strength.

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Using Punishment

- Most used, least understood and badly administered.
- Punishment is a complex phenomenon.
- Should be carefully defined and used.
- Punishment can increase negative behaviour by paying attention to them.
- Punishment can lead to anxiety, aggression, depression, hatred etc.

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Using Punishment...

- It's a lose-lose approach.
- Based on threat and fear.
- Use red-hot-stove approach
 - Warn
 - Prompt
 - Consistent
 - Impersonal

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Schedules of Reinforcement

- Patterns of administering rewards.
- Continuous reinforcement: all desired behaviours are reinforced.
- Partial reinforcement:
 - Fixed interval schedules
 - Variable interval schedules
 - Fixed ratio schedules
 - Variable ratio schedules

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Cognitive Theories

- Latent learning: learning which is not apparent in the learner's behavior at the time of learning, but which manifests later when a suitable motivation and circumstances appear.
- Cognitive map: an internal perceptual representation of external environmental features and landmarks.
- We form links between internal expectations and the external rewards. This link is strengthened if our choices are rewarded.


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Observational Learning

- Also known as modelling or vicarious learning
- Learning through observing others experience.
- Steps
 - Paying attention
 - Good retention
 - Behavioural reproduction
 - Motivation

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Using learning principles in training

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- Motivate participation
 - Periodical training programs
 - Provide opportunities to transfer knowledge
 - Provide feedback
 - Role models and mentoring

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